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ABSTRACT

The document presents a point-based administrative/professional staff development plan developed by Alvin Community College (Texas). A list of activities and their respective point values are utilized by administrators to document professional growth and development, with a thirty-point minimum per year necessary for advancement to the next vertical step on the administrative/professional salary schedule. Twelve activity areas are outlined for a maximum of sixty points and include: job-related evaluation procedures and criteria; course work and/or teaching assignments; speaking engagements or community events; professional meetings; publications; proposal submission; in-service work shop attendance; commencement ceremony, faculty, administrative/professional meetings; membership in professional organizations; panel critique of annual performance; and other professional development activities. A rating scale for administrator evaluation is also included. (LH)

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ALVIN COMMUNITY COLLEGE
ADMINISTRATIVE AND PROFESSIONAL
STAFF DEVELOPMENT PLAN

Alvin Community College seeks to recruit and maintain an administrative and professional staff whose members support the philosophy of the community college as an institution established to meet the community's varied needs in post-high school education. Each member of the administrative and professional team must have the necessary education and experience in his/her field and demonstrate continuing professional growth. Individual members of the administrative and professional staff should strive to be efficient planners, imaginative and flexible in carrying out the duties of their respective areas.

The administrative and professional staff shall be aware of and concerned with the wide variety of needs of community college students. And as result, the staff should implement programs that will utilize the faculty and support personnel in a manner that will fulfill the mission of the college to its citizens.

The approved list of activitiesand point values shall be used by individual staff members to illustrate his/her annual achievements in professional growth and development. The accumulation of thirty (30)points during the year is necessary for the staff member to be recommended for advancement to the next vertical step on the administrative/professional salary schedule.

JC 780 063

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Professional Activity	Maximum Points Possible	Point Value
*1. Evaluation	20	
a. Administrative/Professional Annual Plan (1 pt. per yr. if student evaluations are used)		2 per yr.
b. Management of Responsibilities Appraisal (5 pts. per yr. if student evaluations are used)		10 per yr.
c. Management Resources Appraisal		2 per yr.
d. Development and Initiation of Innovative Procedures		8 " "
e. Attainment of Stated Objectives		5 " "
f. Student Evaluation (Instructional Directors or other staff members who may teach)		5 " "
g. Preparation of Student Information Plan (SIP)		1 per course
**2. Course Work and/or Teaching Assignment	6	
a. Position Related		1 per cr. hr.
b. General Education		1/2 " " "
c. Unrelated to Position in the Field of Education		1/3 " " "
d. Teaching Class (beyond job description)		1 " " "
3. Speaking Engagements or Community Events	5	1 ea.
4. Professional Meetings	4	
a. At College Expense		1/2 ea.
b. At Own Expense		1 ea.
5. Publications (other than news releases)	3	1 ea.
6. Proposal Submission (External funding)	2	1 ea.
*7. In-Service Work Shop Attendance	2	1 ea.
*8. Commencement Ceremony	0	0
*9. Faculty, Administrative/Professional Meetings	0	0
10. Member of Professional Organizations (1 pt. additional if an officer)	3	1 ea.
*11. Panel Critique of Annual Performance	5	5 per yr.
12. Other Professional Development Activities	10	will vary
TOTAL POINTS----------	60	

*Participation is a part of the contractual obligation of each member of the administrative-professional staff.

**Each staff member must earn a minimum of three (3) Professional Development points every other year from this category.

PROCEDURES MANUAL

Verification of participation and/or attendance in professional growth and development activities is the responsibility of the individual member of the Administrative/Professional staff. As a result, each Administrative/Professional staff member is encouraged to maintain a professional growth and development record file to be utilized by the staff member and his/her supervisor for the end-of-year evaluations or periodical evaluations when necessary.

PROFESSIONAL ACTIVITIES DESCRIBED

1. Evaluation

   The annual performance of each member of the Administrative/Professional staff will be evaluated by his/her immediate supervisor. The overall evaluation will utilize the following criteria:

   a. Administrative/Professional Annual Plan

      Within 30 days of the beginning of each academic year, each staff member will construct a yearly plan to consist of:

      (1.) The Professional Activities Form to be completed by the staff member to indicate a planned total of thirty (30) or more points.

      (2.) The staff member's objectives for the academic year to include major objectives designed within the job description for the staff member's position. These objectives are not to be a restatement of a job description; rather, they are to be objectives that will improve the

efficiency of the position and move the college toward its long range goals. The staff member should give considerable time, research and effort to the formulation of these objectives and secure approval from his/her supervisor which signifies that the stated objectives are in harmony with the goals of the College.

Both the Professional Activities Form and the yearly objectives will be used by the staff member's immediate supervisor in the completion of end-of-year appraisals. The appraisal of each staff member should be completed no later than August 15 of each year.

Note: A maximum of two (2) professional development points may be earned with the completion of an approved annual plan.

b. Management of Responsibilities Appraisal

This evaluation instrument is to be completed by the staff member's immediate supervisor and a meeting scheduled for a discussion of each item if necessary. The supervisor should utilize his/her critical incident record and the staff member should utilize his/her professional development record file at this time. Fifty (50) items are included on the management of responsibilites appraisal instrument for a maximum of 250 points (5 pts. maximum for each item) divided by 25 allows a reduction to 10 professional development points.

Note: A maximum of ten (10) professional development points may be earned with the completion of the management of responsibilities appraisal.

c. Management of Resources

Fiscal responsibility including the management of resources is the duty of each staff member and he/she is to be evaluated in this regard. The management of resources expenditures under the staff member's jurisdiction are to be examined periodically and at years' end by both the supervisor and staff member. A supervisor is justified in requesting any information concerning expenditures or balance.

Note: A maximum of two (2) professional development points may be earned with the completion of the management of resources appraisal.

d. Development and Initiation of Innovation Procedures or Programs

In addition to the completion of responsibilities as outlined in his/her job description, each staff member is encouraged to be innovative, and design new programs or procedures that will improve the productivity of his/her area.

Note: A maximum of eight (8) professional development points may be earned for the initiations of a new program or procedure. The value is to be determined by the supervisor.

e. Attainment of Stated Objectives

Each staff member will meet with his/her supervisor prior to the 15th of August each year to determine the status of objectives as stated in the annual plan. The staff member should construct a brief written report prior to the meeting as to the status of each objective.

Note: A maximum of five (5) professional development points may be earned for the completion of stated objectives.

2. Course Work & Teaching

The Southern Association of Colleges & Schools, Standards One & Four (I & IV) concerning the competence of administrative/professional staff members indicates that the quality of the educational programs depend greatly on the proper utilization of administrative personnel.

In order to comply with the requirement of the Southern Association and to fullfill the expectations of the College staff with reference to professional growth and development, the following plan is to be used.

a. Position Related Course Work - Staff members are urged to enroll and actively participate in advanced courses directly related to their position.

b. General Education Course Work - Education courses designed to supplement the background and philosophy of the staff member are encouraged.

c. Courses Unrelated to Position or General Education - Professional development points may also be earned by the staff member for engaging in course work totally unrelated to their position on education in general

Note: A maximum of one (1) professional development point may be earned for each credit hour of course work directly related to the staff member's position. One-half (1/2) professional development point may be earned for each credit hour of general education, and one-third (1/3) professional development point for each credit hour of unrelated course work.

d. Teaching a Class

Administrative/Professional personnel qualified to teach in a given discipline may choose to do so as long as it does not interfere with faculty assignments or their own responsibilites. This is not in lieu of,nor does it satisfy the requirement for course work that is required of Administrative/Professional personnel. Staff members will not be compensated for this professional development activity.

Note: A maximum of one (1) professional development point may be earned for each credit hour taught.

3. Speaking Engagements and the Development and Promotion of Community Events

Whenever their schedule allows, Administrative/Professional staff members of the college are encouraged to contribute to the improvement of College/ community relations. This may be done by explaining the College mission to various clubs and civic groups. In addition the staff member should be prepared to offer his assistance to aid in recruitment at local high schools, college days, etc.

Note: A maximum of 5 professional development points may be earned in speaking engagements and community events (1 per event).

4. Professional Meetings

In order to be aware of new concepts and recent advances that have been made in their respective field, all staff members should take the opportunity when possible to attend professional meetings. Information received from such meetings should be disseminated, either oral or written, to those of the College community that would benefit.

Note: A maximum of 4 professional development points may be earned in this area. (1/2 point for each meeting that is College financed and 1 point for each meeting at the faculty member's expense.)

5. Publications

Community colleges are basically teaching institutions; however, those staff members with talents and expertise in a given field are encouraged to publish and share information with their colleagues. Publications are to be original works resulting from individual research and published in professional magazines and journals.

Note: A maximum of 3 professional development points may be earned with publications, 1 point for each article published.

6. Proposal Submission

The development of proposals, for seeking resources other than traditional revenue, is greatly dependent upon the expertise of certain staff members for ideas in initiation and narration. The staff member is requested to determine if funds are available for a particular program and if it meets the long range plans of the College.

Note: The maximum of two professional development points may be earned for initiation and narration of a proposal with one point of each developed.

7. In-Service Workshop

Prior to registration of students, for both the fall and spring semesters, in-service workshops will be scheduled for Administrative/Professional participation. A variety of worthwhile activites will be scheduled which are

intended to aid the instructional and administrative facets of the College. Suggestions for activities and topics should be submitted to the Faculty Development Committee and the Professional Development Officer. This is a time when all faculty, professional and administrative personnel should strive to create a positive climate for the approaching semester.

Note: Two professional development points may be earned for workshop participation, one point per semester.

8. Commencement Ceremonies

The commencement represents the culmination of a joint venture between the student, faculty and all other support personnel of the College. The assembly and presentation of diplomas and certificates is to honor the recipients for their achievement.

9. Faculty, Administrative/Professional Meetings

Faculty, administration and professional personnel are expected to attend State of the College presentation by the President at the beginning and end of each academic year and called meetings when necessary.

10. Member of Professional Organizations

Membership in certain professional organizations provides the staff member with the means of maintaining up-to-date contact in his/her field and is encouraged.

Note: A maximum of three professional development points may be earned for membership in professional organizations, one point for each organization. The staff member may also earn an additional professional development point for serving as an officer in a professional organization.

11. Panel Critique of Annual Performance

This critique allows the staff member to receive an analysis of his/her annual performance as perceived by colleagues and/or staff peers. Four (4) staff members will serve as a critique group, selected by the individual staff member involved and approved by his/her supervisor. The four (4) member critique group should be composed of a representative cross section of the administrative/professional staff. (i.e. a supervisor, one peer and two subordinates)

12. Other Professional Development Activities

Professional development is such a broad and complex area that many activities which contribute to professionalism have not been listed. As a result, the staff member may substantiate the value of various activities and receive credit with the approval of his/her director or appropriate supervisor.

Note: A maximum of 10 professional development points may be earned through a variety of approved activities.

RATING SCALE
FOR
ALVIN COMMUNITY COLLEGE ADMINISTRATORS

Instructions

You are asked to rate this administrator in the following areas. Your ratings will be anonymous---the administrator will never know how you personally appraised him. Read each item carefully. Decide which of the five possibilities best describes this administrator. Should you have no basis for responding to a given item, indicate "No Opinion." Mark your response on this form. Please return this form to the President's Office in person or by campus mail.

Name of Administrator being rated:

_____

DATE _____

I. ADMINISTRATIVE KNOWLEDGE

1. Demonstrates general knowledge in administrative and management procedures.
(A) Exceptional (B) Broad (C) Adequate (D) Limited (E) No opinion

2. Demonstrates current knowledge in his job assignments.
(A) Exceptional (B) Much (C) Adequate (D) Little (E) No opinion

II. EMOTIONAL BALANCE

3. Is in control of emotions.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

4. Demonstrates adequate self-confidence.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

5. Is preoccupied with own personal problems.
(A) Never (B) Seldom (C) Sometimes (D) Usually (E) No opinion

III. ADMINISTRATIVE LEADERSHIP AND RESPONSIBILITY

6. Welds staff into a unit with clearly recognized goals and priorities.
(A) Exceptionally well (B) Very well (C) Adequate (D) Poorly (E) No opinion

7. Uses democratic procedures when appropriate.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

8. Defines in clear, specific terms the tasks to be accomplished by his staff.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

9. Evaluates the results of each task in relation to the original purpose of the task.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

10. Inspires others to accept responsibility and do independent, creative work.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

11. Follows up periodically to insure that progress is being made in the accomplishment of assigned tasks.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

12. Contributes to overall planning by doing adequate advance research before making a recommendation.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

13. Willing to recommend change of personnel when other efforts of improvement have failed.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

14. Keeps other administrators informed of areas of concern.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

15. Open to constructive criticisms and suggestions of others.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

16. Possesses intestinal fortitude to make decisions and follow through with their implementation.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

17. Able to make objective evaluations of the accomplishments of his staff and peers and maintain good professional relations.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

18. Anticipates the consequences of his decisions and actions.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

IV. ADMINISTRATIVE PLANNING

19. Is alert to recognize or devise useful innovations.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

20. Identifies future tasks and does adequate and careful planning and scheduling to accomplish the tasks in a timely manner without creating an "emergency" situation for himself and others.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

21. Able to organize responsibilities for self and staff.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

22. Recognizes and articulates the importance of the administrative structure in the operation of the institution.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

V. FISCAL MANAGEMENT

23. Employs as capable personnel as possible.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

24. Insures that funds and personnel are wisely utilized in his department.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

25. Follows sound management procedures in staffing current positions and recommending additional positions to the organizational structure.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

26. Makes effective efforts to obtain funds for self-improvement of the staff.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

VI. CAPACITY FOR WORK

27. Meets emergencies in his work competently.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

28. Sets an example by being present and punctual.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

29. Willing to expend time and effort in improving knowledge and/or skills relating to assignment.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

30. Possesses self discipline necessary to achieve goals.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

31. Willing to place institutional interest above recreational and personal business interests.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

32. Willing to work with staff rather than simply assign tasks.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

VII. INTERPERSONAL RELATIONS

33. Compliments subordinates appropriately and sincerely.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

34. Recognizes meritorious achievements of subordinates.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

35. Is diplomatic, honest, and dependable in dealings with subordinates.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

36. Displays unwarranted favoritism to some subordinates.
(A) Never (B) Seldom (C) Sometimes (D) Usually (E) No opinion

37. Appropriates ideas and work of subordinates to improve his own standing.
(A) Never (B) Seldom (C) Sometimes (D) Usually (E) No opinion

38. Is just and considerate in discharging subordinates.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

39. The general morale of his administrative staff is:
(A) Exceptionally high (B) Good (C) Fair (D) Poor (E) No opinion

40. The general morale of his faculty is:
(A) Exceptionally high (B) Good (C) Fair (D) Poor (E) No opinion

41. Accepts responsibility for ultimate accomplishment of goals.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

42. Keep staff informed without divulging confidential information.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

43. Communicates evaluation of staff in writing during personal interview as often as necessary to insure proper performance.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

VIII. PERSONAL ATTRIBUTES

44. Places task accomplishment above personal popularity.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

45. Recognizes own limitations and seeks assistance when needed.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

46. Shows enthusiasm for institution and its tasks.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

47. Projects dignity.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

48. Projects personal and professional integrity.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

49. Demonstrates an understanding of the general purposes of a junior/community college.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

50. Demonstrates an understanding of the duties and responsibilities of his office and staff.
(A) Always (B) Usually (C) Sometimes (D) Seldom (E) No opinion

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